

State of Wisconsin

Department of Military Affairs

2400 Wright Street
Madison

Affirmative Action Plan

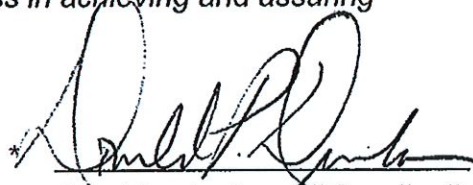
For the period of

July 1, 2017 – June 30, 2020

** We have reviewed and firmly endorsed the content of this affirmative action plan. Being an integral part of the State of Wisconsin as an employer, we are committed to ensuring equal opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. This means that affirmative action/equal opportunity principles will be applied to all employment policies, procedures and programs, wherever it's appropriate. This is consistent with Wisconsin's leadership and progress in achieving and assuring diversity in the work place.*

Appointing Authority

Major General Donald P. Dunbar
The Adjutant General


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Affirmative Action Officer

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I. AA/EEO Policy Statement for DMA State Employment

The Department of Military Affairs affirms that it will carry out its Affirmative Action /Equal Employment Opportunity (AA/EEO) responsibilities in accordance with Chapter 230 and Chapter 111 of Wisconsin Statutes. The following AA/EEO laws and executive orders shall also apply to the effectiveness of the plan:

The Equal Pay Act of 1963;
Title VII of the Civil Rights Act of 1964;
Age Discrimination in Employment Act of 1967;
Sections 503 and 504 of the Rehabilitation Act of 1973;
Federal Executive Order 11246;
Americans with Disabilities Act of 1990, as amended;
Civil Rights Act of 1991 as amended;
Wisconsin Executive Order 28 (1983);
Other laws, regulations or executive orders that may apply to the effectiveness of the Department plan.

This agency is committed to equal employment for all persons regardless of race, creed, ancestry, religion, color, gender, national origin, age, disability, arrest or conviction record, marital status, political affiliation, sexual orientation or membership in the armed forces, or any other protected class category as covered under state, federal, and local laws. Retaliation is also a form of discrimination and as such is prohibited.

This agency will use Affirmative Action/Equal Opportunity principles to ensure that all state employment practices are free of such illegal discrimination. These practices include, but are not limited to: recruitment, certification, selection, job assignments, working conditions, fringe benefits, compensation, training opportunities, transfer, layoff, disciplinary action, termination, promotion, and testing. Reasonable accommodations will be provided to afford equal employment opportunities for state employees and applicants with disabilities. In response to an employee's request, reasonable accommodations will be provided for religious practices.

Through its affirmative action plan development, implementation and monitoring to achieve equal employment opportunity, this agency has vested the primary responsibility for affirmative action with its Affirmative Action Officer, Ms. Joni Mathews, as well as, division administrators, directorates and related administrative and supervisory staff. Ms. Mathews, who is also the Director of State Human Resources, will report directly to the Adjutant General for the purpose of ensuring equal opportunity in employment in the state work force of the Department of Military Affairs.

At least annually, manager supervisors will evaluate agency developed criteria for management performance on their support to affirmative action. Position descriptions shall include a description of their affirmative action responsibilities.

Harassment by supervisors or co-workers on the basis of race, gender, national origin, age, disability, or other protected status is an unlawful employment practice prohibited by State and Federal law and the Department. Harassment on the basis of any protected

status in service delivery is also prohibited by this Department. Every effort will be made to prevent and eliminate any form of prohibited harassment.

If any employee or applicant for employment believes that he/she has been discriminated against in a way that violates this policy, they should contact either Joni Mathews at joni.mathews@wisconsin.gov, 608-242-3163, members of the Department of Military Affairs Equal Opportunity Committee (DEOC), or any other representative of management. Complaints alleging discrimination and/or harassment will be handled in accordance with DMA State Human Resources Policy & Procedure # 3.140.

II Applicant Flow Data Analysis

The purpose of conducting an applicant flow data analysis is to identify areas where the agency is having success and difficulty in reaching out to all segments of the qualified applicant pool. Applicant flow data is integral to the identification of barriers to a diverse applicant pool, and is essential to the evaluation of existing hiring policies and practices, as well as the development of an effective recruitment strategy. In order to analyze whether there are hiring policies or practices that result in barriers to equal opportunity, we must first know whether members of protected groups are sufficiently represented in the applicant pool. Below is an analysis of select job groups within DMA drawn from the Department of Personnel Management (DPM) Underutilization Table.

Applicant Flow Data Analysis by Job Group for 2014-2017

Policy, Planning and Research (Job Group 44)

	Total	Male	Female	Minority	%Fem	% Min
Applicants	403	278	95	43	23.6	10.7
Register	209	163	46	20	22	9.6
Certified	173	144	29	19	16.8	11
Interviewed	145	122	23	14	15.9	9.7
Hired	19	13	6	0	31.6	0

Job group 44 is underutilized for minorities statewide. The Bureau of Equity and Inclusion (BEI) estimates the availability percentage for minorities in job group 44 as 12%. This Department has 2 classifications/series that fall within this job group: the Emergency Government Specialist series, and the Program and Policy Analyst series.

We are close to availability for percentage of minorities certified, 11% certified versus 12% availability; however, no minority candidates were hired. Of the 19 certifications created, 14 of them contained minority candidates, and of those 13 had minority candidates who were willing to interview; so we actually had a chance to hire a minority candidate for 68.4% of the positions filled.

Law Enforcement & Public Safety Employees (Job Group 247)

	Total	Male	Female	Minority	%Fem	% Min
Applicants	704	582	122	134	17.3	19
Register	636	536	100	115	15.7	18.1
Certified	435	363	72	70	16.6	16.1
Interviewed	247	204	43	34	17.4	13.8
Hired	53	44	9	7	17	13.2

Job group 247 is underutilized for both minorities and females statewide. The BEI availability percentage for this job group is 28% for females and 12% for minorities. This Department has 2 classification series that fall in this job group: Fire/Crash Rescue Specialist (FCRS) series and Military Affairs Security Officer (MASO) series.

The percentage of females in our applicant pool is far below the percentage of availability, however, the percentage of minority applicants far exceeded availability. This is a marked improvement over the numbers for the 2011-2014 period (8.2% female and 6.1% minority).

However, when looking at each classification series separately, there was a large difference between the percentages for female and minority applicants for MASO positions than there were for FCRS. The percentage of female and minority FCRS applicants was less than half of the percentages for MASO across the board except for hires, where 14.3% of hires were females and 0% of the hires were minorities for FCRS, compared to 18.8% of MASO hires being female and 21.9% being minorities.

Mechanical Equipment, Maintenance, Repair (Job Group 301)

	Total	Male	Female	Minority	%Fem	% Min
Applicants	263	257	7	14	2.7	5.3
Registers	175	171	3	12	1.7	6.9
Certified	160	157	3	12	1.9	7.5
Interviewed	117	114	3	10	2.6	8.5
Hired	30	29	1	0	3.3	0

This job group is underutilized for minorities. The Department uses 5 classifications/series that are included in this job group: Automotive/Equipment Technician Master, Facilities Maintenance Specialist series, Facilities Repair Worker series, HVAC/Refrigeration Specialist series, and Heavy Equipment Operator. The Division of Personnel Management stopped using multiple-choice exams to test for these titles in August of 2015. This data is for all recruitments done in these classifications since DMA began using our own exams in 2015.

The availability for minorities in this job group is only 8%, so our recruitment numbers aren't far below what is available in the applicant pool, and we actually met availability for percentage of candidates interviewed. However, the net result is zero minority hires being made.

III. Identification of Problem Areas, Goals, and Action Plan

In this section, we list those problems areas identified in the analysis summary which we will concentrate on rectifying, create goals that allow us to measure success in rectifying said problem areas, and develop action plans to accomplish those goals.

Problem 1

There were no minority hires made in Job Group 44 over the last three years, despite minority candidates interviewing for a majority of the positions (68.4%). This is slightly misleading in that four of the certifications contained the same minority candidate.

Goal

In the past, minority candidates were hired at close to the same percentage rate as they were interviewed. This brings the question of why has that no longer been the case in the last three years? HR Specialists will pay special attention to possible sources or indicators of bias in the recruitment and selection process, and the AA Officer will give closer scrutiny to hires made.

Problem 2

The percentage of applicants who are female is below availability for job group 247 (17% versus 28%), but the percentage of applicants who are minority are well above availability (19% versus 12%). However, only 7.4% of applicants for FCRS positions were female, and 6.3% were minorities. Of 21 certifications, only 8 had female and/or minority candidates interviewed, so there was the opportunity to hire female and/or minority candidates on only 38% of the positions.

Goal

Attract more qualified female applicants for all recruitments in Job Group 247, and for both female and minority candidates for FCRS positions. We recently changed the methodology for initial assessments for both classifications; this has led to a fairly large increase in the overall number of applicants for both MASO and FCRS .

Problem 3

Too many of the certifications created in Job Group 301 do not have minority candidates on them. Of the 30 certifications created during that time period, there were minority candidates on only 10 of them (33% of certifications), and only 7 certifications (23.3% of certifications) where minority candidates agreed to interview. So minority candidates were only actually considered for 7 of the 30 positions filled.

Goal

Attract more qualified minority candidates for all recruitments in Job Group 301. The Office of Construction and Facilities Management spends money on advertising, and BEI conducts enterprise recruiting to the minority community organizations as part of its recruiting efforts.

Action Plan for Rectification of Problem Areas

The Department has developed the following action items in an attempt to rectify the problems listed above. Each action plan clearly identifies the action steps to be taken, who the responsible staff will be, a timeline for implementation, and the anticipated outcome for future evaluation.

Action Step	Responsible Staff	Time Line	How Evaluated
Research demographic composition of technical school students as a recruitment source for these job groups.	Human Resources & Hiring Supervisors	As recruitments occur	Documentation of demographic composition will be in recruitment file
Utilize Google Analytics to identify best sources of advertising for qualified female and minority applicants.	Human Resources	Continuously	SHR will analyze the demographic makeup of applicant pools on an annual basis
Work with BEI to identify sources for recruiting minorities and women for enterprise recruitments.	Human Resources and DEOC members	Continuously	SHR will analyze the demographic makeup of applicant pools on an annual basis
Conduct post hire surveys with certified candidates who decline to interview.	Human Resources	As recruitments occur	SHR will compile and analyze results of survey
Continue the practice of the DMA Affirmative Action Officer's involvement in hiring actions for these job groups	Affirmative Action Officer	Continuously	Documentation in the recruitment file
DEOC sponsored training for DMA employees	DEOC Members	Ongoing	DEOC Secretary along with JFHQ SEEM will track rosters for who attends training
Once available, mandate all Supervisors attend Unconscious Bias training	Supervisors	Continuous	DEOC Secretary will track training attendance
Mandate that Supervisors attend at least 4 hours of diversity training on a biennial basis	Supervisors	Ongoing	DEOC Secretary will track training attendance
Mandate that DEOC members attend at least 8 hours of diversity training on a biennial basis	DEOC Members	Ongoing	DEOC Secretary will track training attendance
DEOC dissemination of the value of diversity within their units	DEOC Members	Ongoing	Each DEOC member will give reports on status at meetings

IV. Internal Monitoring and Plan Communication

A periodic review of the affirmative action plan ensures successful implementation of strategic actions. All of the following activities will be done to monitor this plan:

- An annual review of the plan by the AA Officer, Joni Mathews.
- An annual review of the plan by the DMA Department Equal Opportunity Committee (DEOC). Discussion will include action items effectiveness.
- Evaluate Supervisors on AA/EEO during their annual performance evaluation.
- Once ELM is ready for use, set up AA training tracking portal in STAR ELM and provide supervisors with training/job aid on entering training completion.
- Once in ELM, DEOC will monitor completion of Unconscious Bias Training and send out quarterly reminders.
- SHR will provide DEOC with tracking and analysis of discrimination/harassment complaints and their resolutions for situational awareness.
- DMA will continue to utilize an exit interview program.
- SHR will track and analyze retention issues using returned exit surveys. SHR will provide a rollup of departing reasons to DEOC during annual review.
- SHR will ensure employees complete a disability survey every two years.
- Review and promote accessibility of programs, services, and facilities to ensure access for persons with disabilities.
- Continue to look for opportunities to participate in SAAIP and other internship programs. DEOC will review prior year participation on an annual basis.

SHR and the DEOC will be responsible for communicating the AA plan to agency staff. All responsible parties should be involved in communicating the progress made toward AA goals. The AA Plan will be communicated to agency staff using the following methods:

- Email
- Posted in the AA section of the agency website
- Included in the New Employee packets presented to each new employee
- SHR will provide training/presentation to DMA supervisors on their responsibilities regarding this plan.